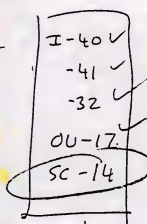


SOARIS presentation

SLIDES

INFORMATION	SYSTEMS	OUTSOURCING	TITLE
MS-13	OU-20 ✓		
MS-6	OU-21 ✓		
MS-7	-30 ✓		
	-36 ✓		
	-37 ✓		
	-38 ✓		
	-39 ✓		
I-1 ✓	SI-1 ✓	SI-113	SO-73 ✓
-2 ✓	-2 ✓	-115	-74 ✓
-9 ✓	-33 ✓	-133	original -76 ✓
-8 ✓	-34 ✓	-134	-77 ✓
-11 ✓	-35 ✓	AD-14 ✓ -45 ✓ I-115	-84 ✓
	49		-161 ✓
OU-6 ✓	-49 ✓	SO-1 ✓	-94 ✓
OU-2 ✓	-50 ✓	SO-10 ✓	-97 ✓
OU-3 ✓	-91 ✓	-147	-111 ✓
OU-4 ✓	-92 ✓	-148	-112 ✓
OU-5 ✓	-93 ✓	-11 ✓	-117 ✓
OU-6	-69 ✓	-12 ✓	-118 ✓
OU-7 ✓	-70 ✓	-17 ✓	-126 ✓
OU-9 ✓	SI-75 ✓	-25 ✓	-127 ✓
IS-2 ✓	-82 ✓	-152	-141 ✓
WM-16 ✓	-84 ✓	-153	
OU-10 ✓	-101	-154	
OU-11 ✓	SI-104	-43 -	
OU-12 ✓	-105	-44 ✓	
OU-13	-109	-45 ✓	
-18 ✓	-106	-46 ✓	
-19 ✓			





- Introduction
- Information Systems Trends
- "Outsourcing"
- Information Services Markets
- Competition
- Conclusion

MS-13

INPUT

Notes

INPUT

Market Research and Consultancy

Information Services Industry

15 Years in Business

100 Employees

MS-6

INPUT

Notes



INPUT

California, New York, Washington D.C.,
London, Paris, Tokyo

Primary Research Emphasis

Senior Executives Experienced in
Information Services

Forecast from Comprehensive Data Base

MS-7

INPUT

Notes

THE
JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE
OF GREAT BRITAIN AND IRELAND
VOLUME 15
PART 1
1885
LONDON
PUBLISHED BY THE INSTITUTE
21, BEDFORD SQUARE, W.C.

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The Human Race, by H. H. S. P. 100

Information Systems

I- 1

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2. The second part of the paper discusses the importance of the study of the history of the English language.

3. The third part of the paper discusses the importance of the study of the history of the English language.

4. The fourth part of the paper discusses the importance of the study of the history of the English language.

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6. The sixth part of the paper discusses the importance of the study of the history of the English language.

7. The seventh part of the paper discusses the importance of the study of the history of the English language.

Fundamental Driving Forces

Key Business Trends:

- Shorter product life cycles
- More customization/specialization
- Narrower market segments
- Higher impact of technology
- More competition from overseas vendors

I- 2

INPUT

Notes

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF PHYSICS
530 SOUTH EAST ASIAN AVENUE
CHICAGO, ILLINOIS 60607
TEL: 773-936-3700
FAX: 773-936-3701
WWW: WWW.PHYSICS.UCHICAGO.EDU

IS Trends

- IS to reduce costs
- IS for competitive advantage
- Mission-critical systems
- Inter-enterprise systems
- Integrated customer-oriented systems

I- 9

INPUT

Notes

CLINICAL OBSERVATIONS

Observations on the Effect of Sodium Bicarbonate in the Treatment of Acute Renal Failure

WILLIAM H. WELLS, M.D.,
JAMES H. WELLS, M.D.,
and
JAMES H. WELLS, JR., M.D.

From the Department of Medicine, University of
Chicago, Chicago, Ill.

Received for publication February 1, 1935.

Revised manuscript received March 1, 1935.

Read at the meeting of the American Medical Association,
Chicago, Ill., October 1, 1934.

Reprints: Dr. William H. Wells, Department of Medicine,
University of Chicago, Chicago, Ill.

Copyright, 1935, by W. B. Saunders Company

Printed in the U. S. A.

Published by the American Medical Association, 535 North Dearborn Street, Chicago, Ill.

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Single copies, 15 cents.

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postoffice number 384, at Chicago, Ill., under
special agreement of postoffice and postmaster.
Acceptance for mailing at special rate of postage
provided for in postal notice of October 3, 1924.
Postpaid.

Where's the Productivity?

I- 8

INPUT

Notes



Make vs. Buy

I-11

INPUT

Notes



Outsourcing is the contracting of information systems (IS) functions to external vendors.

OU-6

INPUT

Notes

Beyond Products: Service-Based Strategy

HBR March/April 1990

OU-2

INPUT

Notes

Key Findings

- Value added from services
- Technology enhances services
- Services enable competitive differentiation

Source: HBR Article

INPUT

OU-3

Notes

ORIGINAL ARTICLES

1. **THE EFFECT OF VITAMIN C ON THE RATE OF
HEALING OF WOUNDS**
J. H. HARRIS, M.D., and J. H. HARRIS, JR., M.D.
2. **THE EFFECT OF VITAMIN C ON THE RATE OF
HEALING OF WOUNDS**
J. H. HARRIS, M.D., and J. H. HARRIS, JR., M.D.
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J. H. HARRIS, M.D., and J. H. HARRIS, JR., M.D.
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HEALING OF WOUNDS**
J. H. HARRIS, M.D., and J. H. HARRIS, JR., M.D.

THE JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION
PUBLISHED WEEKLY
CHICAGO, ILL., MAY 1, 1935

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5. **THE EFFECT OF VITAMIN C ON THE RATE OF
HEALING OF WOUNDS**
J. H. HARRIS, M.D., and J. H. HARRIS, JR., M.D.

Recommendations

- Focus on core services
- Outsource other activities

Source: HBR Article

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OU-4

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STUDY OF THE

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Outsourcing

- Outsource non-competitive activities
- Outsourcing builds flexibility
- Outsourcing allows focus

Source: HBR Article

INPUT

OU-5

Notes

IS Outsourcing Areas

1. Development
2. Operation and maintenance

OU-7

INPUT

Notes

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OF THE UNITED STATES

OF AMERICA

1787

THE CONSTITUTION OF THE UNITED STATES OF AMERICA

AS REVISED AND AMENDED

TO THE PRESENT TIME

BY THE PRESIDENT OF THE UNITED STATES

JOHN ADAMS

1787

THE CONSTITUTION OF THE UNITED STATES OF AMERICA

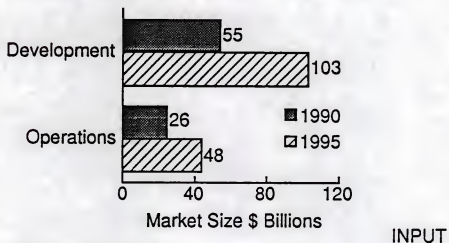
AS REVISED AND AMENDED

TO THE PRESENT TIME

BY THE PRESIDENT OF THE UNITED STATES

JOHN ADAMS

U.S. IS Outsourcing Markets, 1990-1995

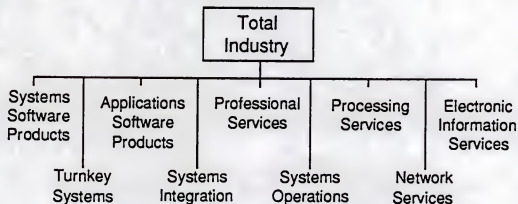


OU-9

Notes



Information Services Industry Structure



INPUT
MPRE-3

Notes

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PHILOSOPHY DEPARTMENT

PHILOSOPHY 301

Information Services Market Penetration Worldwide

	Expenditures (\$ Billions)	
	1989	1994
Information Systems	840	1,420
Information Services*	170	380
Penetration	20%	27%

* Less electronic information services

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MPRE-186

Notes



"Outsourcing" vs. Buying Services

1980s: Services achieved recognition

1990s: Overcome prejudice against buying management services

OU-10

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Notes

THE HISTORY OF THE

REPUBLIC OF

THE UNITED STATES OF AMERICA

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"Outsourcing" vs. Buying Services

- Greater commitment on part of buyer
- "Partnership"
- Responsibility/risk for vendors

OU-11

INPUT

Notes

THEORY OF THE EARTH

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THEORY OF THE EARTH

Focus

Systems integration (SI)

Systems operations (SO)

OU-12

INPUT

Notes

Evolution of Outsourcing

Type of Product or Service	1970s	1990s
Applications Software	Applications Packages →	Applications Management
Professional Services	Consulting Contract Prog →	Systems Integration
Processing Services	Specific Proc Serv →	Systems Operations

INPUT

OU-18

Notes

Date	Description	Amount	Balance
1890	Jan 1		100.00
1891	Feb 1	50.00	150.00
1892	Mar 1	25.00	175.00
1893	Apr 1	75.00	250.00
1894	May 1	100.00	350.00
1895	Jun 1	125.00	475.00
1896	Jul 1	150.00	625.00
1897	Aug 1	175.00	800.00
1898	Sep 1	200.00	1000.00
1899	Oct 1	225.00	1225.00
1900	Nov 1	250.00	1475.00
1901	Dec 1	275.00	1750.00
1902	Jan 1	300.00	2050.00
1903	Feb 1	325.00	2375.00
1904	Mar 1	350.00	2725.00
1905	Apr 1	375.00	3100.00
1906	May 1	400.00	3500.00

Outsourcing in the 1990s

What is Different

- Size and length of commitment
- Breadth of responsibility assumed by vendor
- Partnership versus supplier/subcontractor

OU-19

INPUT

Notes

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Outsourcing in the 1990s

What is Different

- Complexity of IT solutions
- Professional services component
- Systems management

OU-20

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Notes

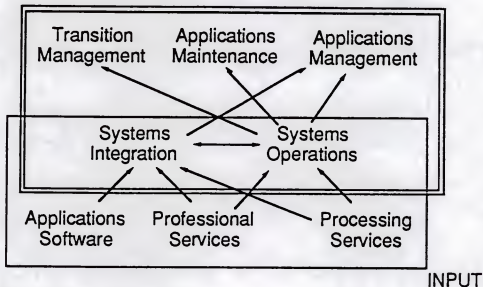
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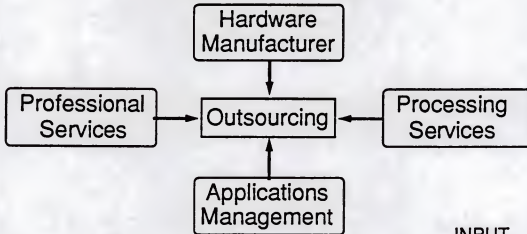
Systems Management Opportunities



OU-21

Notes

Vendor Orientation to Outsourcing



OU-30

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Notes



Organizational Impacts

Group	Impacts
Total Organization	No visible impact Reallocation of personnel Faster access to skills More disciplined implementation

INPUT

OU-36

Notes

Introduction

The purpose of this study was to investigate the effects of a 12-week training program on the physical and psychological health of sedentary middle-aged adults. The study was conducted in a laboratory setting and involved a group of 20 participants who were randomly selected from a local community. The participants were divided into two groups: a control group and an experimental group. The control group remained sedentary throughout the study, while the experimental group participated in a supervised exercise program consisting of three sessions per week. The exercise program included a combination of aerobic and strength training exercises. The duration of each session was 45 minutes, and the intensity was moderate to vigorous. The study was approved by the local ethics committee, and all participants provided informed consent before beginning the study.

The primary outcome measures of the study were changes in body mass index (BMI), blood pressure (BP), heart rate (HR), and self-reported stress levels. Secondary outcome measures included changes in physical fitness, measured by maximum oxygen consumption ($\dot{V}O_{2\max}$), and psychological well-being, measured by the Beck Depression Inventory (BDI) and the State-Trait Anxiety Inventory (STAI). The study was conducted over a 12-week period, with baseline measurements taken at the beginning of the study and follow-up measurements taken at the end of the 12-week period. The data were analyzed using a two-tailed t-test to compare the two groups.

The results of the study showed that the experimental group had significantly lower BMI, BP, and HR at the end of the 12-week period compared to the control group. Additionally, the experimental group had significantly higher $\dot{V}O_{2\max}$ and lower BDI and STAI scores at the end of the 12-week period compared to the control group. These findings suggest that a 12-week supervised exercise program can effectively improve physical and psychological health in sedentary middle-aged adults. The study has several limitations, including a small sample size and a lack of blinding. Future studies should investigate the long-term effects of the exercise program and the role of adherence in the observed improvements.

In conclusion, the results of this study indicate that a 12-week supervised exercise program can effectively improve physical and psychological health in sedentary middle-aged adults. The study provides evidence for the benefits of regular physical activity and highlights the importance of supervised exercise programs for individuals who are sedentary. The findings of this study have implications for public health and clinical practice, suggesting that physical activity interventions should be considered as a first-line treatment for individuals with sedentary lifestyles. Further research is needed to explore the mechanisms underlying the observed improvements and to determine the optimal duration and intensity of the exercise program.

Organizational Impacts

Group	Impacts
Information Systems Management	Manage a smaller organization Shift to tactics and strategy Time available for planning

OU-37

INPUT

Notes



Organizational Impacts

Group	Impacts
Information Systems Professional	Significant initial anxiety Greater career opportunities

OU-38

INPUT

Notes



Conclusions User View

- Outsourcing is different for the 1990s
- Outsourcing offers new opportunities
- Outsourcing can lead to faster response
- Outsourcing can help IS change its role

OU-39

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Notes

12/13/90



Systems Integration

SI- 1

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Notes

THEORY OF THE EARTH

The theory of the earth is a branch of geology which deals with the origin and development of the earth and its various parts.

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SI Definition

- Vendor-provided service
- Complete solution to complex requirement for:
 - Information systems
 - Networking
 - Automation
- Custom selection and implementation of products and services

SI- 2

INPUT

Notes



SI Characteristics

- Vendor responsibility
- Vendor risk assumption
- Solutions requirement

SI-33

INPUT

Notes

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Correspondence	1
Book Reviews	1
Obituary	1
Announcements	1
Advertisements	1

The following are the titles of the original articles published in this issue:

1. The Treatment of the Acute Infectious Diseases of Infancy and Childhood. By Dr. J. H. Henshaw, New York.

2. The Treatment of the Acute Infectious Diseases of Infancy and Childhood. By Dr. J. H. Henshaw, New York.

3. The Treatment of the Acute Infectious Diseases of Infancy and Childhood. By Dr. J. H. Henshaw, New York.

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3. The Treatment of the Acute Infectious Diseases of Infancy and Childhood. By Dr. J. H. Henshaw, New York.

SI Market Factors

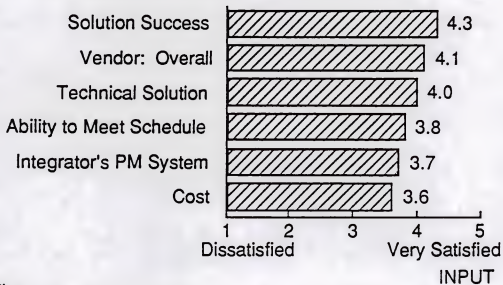
- Demand for connectivity
- Major infrastructure rebuilding
- User management trend
- Application complexity

SI-34

INPUT

Notes

Buyer/User Satisfaction



SI-35

Notes



Major Vendor Issues—1990

- Increasing competition
 - Skills
 - Clients
- Full service suppliers
 - "Business change" consulting
 - Systems operations

SI-49

INPUT

Notes

Major Vendor Issues—1990

- Investment in repeatable solutions
 - Risk reduction
 - Productivity
- Consolidations and alliances

SI-50

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Recent SI Contracts

Vendor	Client
DEC	Nissan - production management
	Canada - Treasury Board
EDS	Florida - Human Services
	Chicago - Parking Authority

SI-91

INPUT

Notes



Recent SI Contracts

Vendor	Client
Andersen	Boeing - Document processing Texas - Accounting
IBM	Burroughs Wellcome - Plant automation Rockwell Automotive - Production control

SI-92

INPUT

Notes



Recent SI Contracts

Vendor	Client
Perot	McGraw-Hill - Publishing system
SHL Systemhouse	Los Angeles - Court system

SI-93

INPUT

Notes



Trends

- SI Market Drivers
 - Customer business needs
 - Technology application
 - Personnel constraints
 - Vendor profit/channels

SI-69

INPUT

Notes

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part outlines the specific procedures and protocols that must be followed when recording transactions. This includes details on how data should be collected, stored, and reviewed to ensure its integrity and reliability.

3. The third part addresses the role of the management team in overseeing the record-keeping process. It stresses that management must ensure that all staff are properly trained and that the necessary resources are provided to support the system.

4. The fourth part discusses the importance of regular audits and reviews to identify any discrepancies or areas for improvement. It suggests that these should be conducted at regular intervals and by independent parties to maintain objectivity.

5. The fifth part concludes by reiterating the overall goal of the document: to establish a robust and reliable system for recording and managing the organization's data.

Trends

- Buyer Emphasis
 - Users becoming buyers
 - Interest in solutions, not technology
 - Preference for industry knowledge
 - Project management key
 - Acceptance by performance

SI-70

INPUT

Notes



Network Integration

A Growing Opportunity

SI-75

INPUT

Notes

11/20/90

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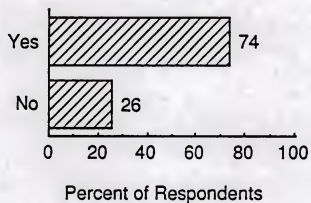
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Network Integration Users Planned Projects



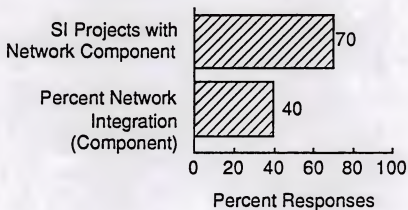
SI-82

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Notes



Network Portion of Systems Integration Projects



SI-84

INPUT

Notes



Network Integration Leading Vendors*

- IBM
- AT&T
- DEC
- Novell
- 3Com

* User perception

SI-101

INPUT

Notes



Computer-Integrated Manufacturing and Systems Integration

SI-104

INPUT

Notes

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Forces Driving Change in Manufacturing Companies

- Global market
- Increased competition
- Technology
- Core business focus

SI-105

INPUT

Notes

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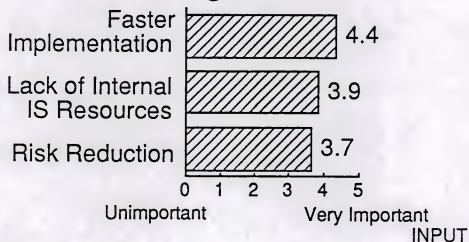
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Reasons for Using a CIM Integrator

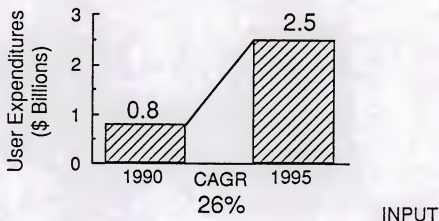


SI-109

Notes



CIM Systems Integration Market, 1990-1995



SI-106

Notes

Systems Integration Electronic Imaging Market

SI-113

INPUT

Notes

1/21/91

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INPUT

THE HISTORY OF THE CITY OF BOSTON

FROM THE FIRST SETTLEMENT
TO THE PRESENT TIME
BY
JOSEPH NEALE

VOLUME I
FROM THE FIRST SETTLEMENT
TO THE YEAR 1630
PUBLISHED BY
JOSEPH NEALE
NEW-YORK: 1846

SI Electronic Image Justification

Reason	Rank
Improved customer service	1
Improved records management	2
Personnel savings	3
Media storage savings	4
Space savings	5

SI-115

INPUT

Notes



Imaging Systems Integrators

Vendor	Percent User Responses
Andersen Consulting	62
TRW	39
Integrated Automation	31

SI-133

INPUT

Notes



Imaging Systems Integrators

Vendor	Percent User Responses
IBM	23
AMS	23
Wang	23
EDS	23

SI-134

INPUT

Notes



CASE—User Perspective

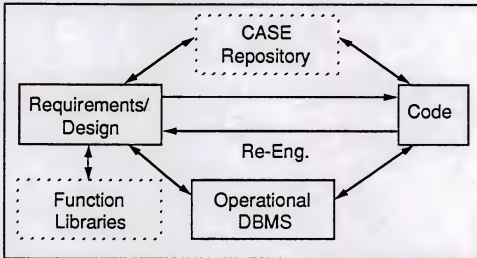
- Real productivity problem
- Backlog problem continues
- Lingering resistance to disciplined development processes

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MPRE-68a

Notes



Emerging CASE Environment

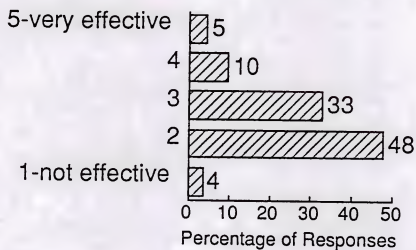


Development Management

INPUT

Notes

Effectiveness of CASE



I-115

INPUT

Notes



Systems Operations

SO- 1

INPUT

Notes



Below the box, there is a large area of extremely faint, illegible text. It appears to be a list or a series of entries, but the details are completely unreadable due to the low contrast of the scan.

Systems Operations Driving Forces

- Core business focus
- Business transition
- Expense reduction
- Capital preservation

SO-10

INPUT

Notes

rev. 11/25/90



Systems Operations Driving Forces

- Increasing complexity of operations
- Scarcity and expense of required talents
- Costs and problems of systems upgrades

SO-147

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Notes

2000-2001

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Systems Operations Driving Forces

- Service level requirements
- Backup requirements

SO-148

INPUT

Notes



Systems Operations Driving Forces

- Systems integration creates opportunities
- Reduction of costs through sharing
 - People
 - Software
 - Computer systems
 - Networks

SO- 11

INPUT

Notes



Systems Operations and Competitive Advantage

- Operations advantages hard to achieve
- Avoidance of operations disadvantages imperative
- Advantage/disadvantage comes from applications

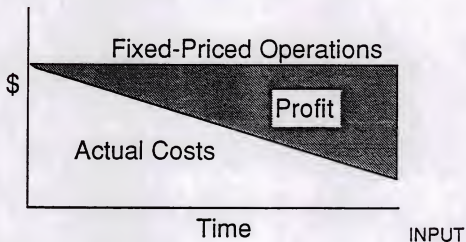
SO-12

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Notes



Systems Operations Efficiency Yields Profits



SO-17

Notes



Leading U.S. SO Vendors

Vendor	Market Share (Percent)
EDS	16
CSC	5
Systematics	3
Affiliated Computing	2
SMS	2
SIAC	2
BCS	2

INPUT

SO- 25

Notes

rev. 11/25/90



Recent SO Contracts

Vendor	Client
Andersen Consulting	Sun, Maxus Energy Corp.
EDS	Columbia Pictures, First Fidelity Bancorp, Cummins Engine, National Rental

SO-152

INPUT

Notes



Recent SO Contracts

Vendor	Client
IBM	Kodak, Bank South, First Tennessee Bank
Digital	Kodak, Treasury Board of Canada
Systematics	Regional Banks

SO-153

INPUT

Notes



Recent SO Contracts

Vendor	Client
Perot	American Medical International, NCNB
CSC	National Oceanic & Atmospheric Admin., U.S. Postal Service

SO-154

INPUT

Notes

Mathematics

Chapter 1: Introduction to Mathematics



Systems Operations Buyers' Initial Evaluation Criteria

Ranking	Criteria
1	Better or more-flexible service
2	Availability of operations skills internally
3	Lower operating expenses
4	Faster application changes
5	Data security/privacy
6	Faster new application development

SO-43

INPUT

Notes



Systems Operations Buyers' Initial Evaluation Criteria

Ranking	Criteria
7	Ability to add/delete personnel
8	Reduced capital investment requirements
9	Mission-critical application
10	Near-term cash flow improvements
11	Labor relations/unions
12	Executive time commitment

SO-44

INPUT

Notes



Systems Operations Vendor Selection Criteria—Buyers' View

Ranking	Criteria
1	Vendor SO experience
2	Overall cost
3	Data security and protection
4	SO performed by prime SI contractor
5	Vendor-provided hardware and systems software maintenance
6	Application software maintenance

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SO-45

Notes



Systems Operations Vendor Selection Criteria—Buyers' View

Ranking	Criteria
7	Reduced capital investment
8	Near-term cash flow improvements
9	SO performed in client facility
10	Labor relations/unions
11	SO performed in vendor location

SO-46

INPUT

Notes

THE JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE

1	THE JOURNAL OF THE
2	ROYAL ANTHROPOLOGICAL INSTITUTE
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6	1908
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SO Definition

Contracting for all or a
major portion of an IS
operation on a long-term
(more than one year) basis

SO-73

INPUT

Notes



Types of SO

- Platform (utility) systems operations
 - Network
 - Computers
- Applications systems operations

INPUT

SO-74

Notes



Perceived SO Inhibitors

- Cost
- Employee loyalty
- Vendor employee turnover
- Loss of control
- Acceptance by user community

SO-76

INPUT

Notes



SO Vendor Issues

- Account control
- Potential conflicts of interest
- Profit maximization vs. performance

SO-77

INPUT

Notes



Network Operations Management

1990-1995

SO-84

INPUT

Notes

11/9/90

STUDY OF THE THERMAL STABILITY OF POLYMER COMPOUNDS

BY
J. H. KIM
AND
J. H. KIM

Department of Chemistry, Seoul National University,
Seoul, Korea

Received May 10, 1966

Revised July 10, 1966

Published September 1, 1966

ABSTRACT: The thermal stability of poly(2-vinylpyridine) and poly(2-vinylpyridine-co-vinylcarbazole) was studied by thermogravimetric analysis and infrared spectroscopy.

Keywords: thermal stability; poly(2-vinylpyridine); poly(2-vinylpyridine-co-vinylcarbazole); thermogravimetric analysis; infrared spectroscopy.

INTRODUCTION

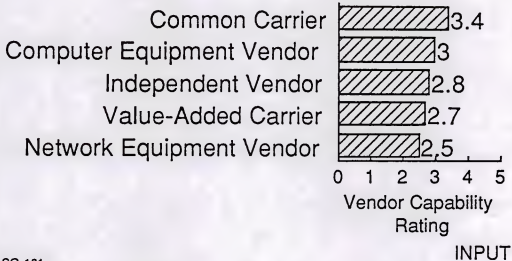
The thermal stability of polymers is an important factor in the selection of materials for high-temperature applications. The thermal stability of polymers is determined by the chemical structure of the polymer and the environment in which it is used.

In this study, the thermal stability of poly(2-vinylpyridine) and poly(2-vinylpyridine-co-vinylcarbazole) was studied by thermogravimetric analysis and infrared spectroscopy.

The results of this study are presented in the following sections.

EXPERIMENTAL

Few Vendors Can Meet User Needs



SO-161

Notes



Primary Reasons for Contracting

- Private organizations
 - Business focus
 - Financial savings

SO-94

INPUT

Notes



Systems Operations Inhibitors

- Savings uncertainty
- Personnel concerns
- Loss of control
- Service quality
- Organizational threats

SO-97

INPUT

Notes



SO Growth Factors

(Users' Viewpoint)

- Business
 - Financial/economic incentives
 - Increased core business focus
 - Better management of change
 - Management frustration with operations

SO-111

INPUT

Notes

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CHICAGO, ILLINOIS

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SO Growth Factors

(Users' Viewpoint)

- Technology
 - Need for improved reliability
 - Changing technology
 - Trend toward "lights out" operations

SO-112

INPUT

Notes



Staffing Changes

- Went from 300 to 5 people (bank)
- Staff changed from 64 to 36 (govt. agy.)
- Took staff from 70 to 0 (ret. dist.)

SO-117

INPUT

Notes



Personnel Transfer Policies

- Guaranteed employment term with vendor
- Transfer employment and benefits

SO-118

INPUT

Notes

Systems Operations Benefits (Users' Viewpoint)

- Business
 - Cost reduction/savings
 - Increased business focus
 - Improved career path
 - Predictability

SO-126

INPUT

Notes

Page 46

Page 47

Systems Operations Benefits (Users' Viewpoint)

- Technology
 - Access to better technology
 - Improved service quality
 - Improved reliability

SO-127

INPUT

Notes

1870

1871

1872

1873

1874

1875

1876

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1881

1882

Vendor Strategies

- Buy client assets
- Invest in client business
- Hire client staff
- Global networks add flexibility
- Project managers critical

SO-141

INPUT

Notes



Evolution of CIO Role

- Role will not disappear
- Same objectives/problems
- More focus on strategy/planning
- Less focus on systems development/operations
- Stronger focus on telecom/network

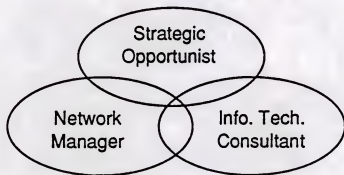
I-40

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Notes



Information Systems Executive Role in the 1990s



An Internal "Systems Integrator"

I- 41

INPUT

Notes



Corporate Organization

- IT and IS will change the organization
- How will it operate?
- People
 - How many?
 - When?
 - What skills?

I- 32

INPUT

Notes



Potential for
revolution is there.

Forecasts are based
on evolution.

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OU-17

Notes

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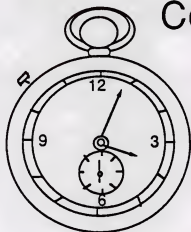
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1883



Conclusions

"Time—
The next source of
competitive advantage"

- HBR July/August 1988

- Attack opportunities
- Adjust to the requirements

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SC-14

Notes

